



State of Montana
Montana Arts Council

Agency IT Plan
Fiscal Year 2012-2017

May 2012

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EXECUTIVE SUMMARY

The Montana Arts Council champions the fact that the arts are of benefit to all the citizens of Montana and are worthy of state and federal investment. The agency produces public value in all its programs based on the 3 R's—

- Creating greater Relevance and meaning,
- Building Relationships and
- Establishing Return on Investment.

As you will see from reading this plan, this is always our focus. In the area of arts-driven economic development, our primary IT initiative for the upcoming biennium, the outcome of the 3 R's is as follows:

- **Relevance:** Creative entrepreneurs will be working at their full potential to offer solutions to Montana's out-migration, scarce full-time and adequately paid employment and community viability.
- **Relationships:** the Governor, legislative leaders, political parties and government and business leadership champion budgetary and program support for the creative industry through the Montana Arts Council's services.
- **Return on Investment:** Creative entrepreneurs working at their potential bring to the state of Montana
 - Out-of-state dollars in sales and income
 - Jobs and tax revenues in every county
 - Home-town business opportunities that strengthen a community's vitality
 - Authenticity by presenting Montana's uniqueness to compete in the global economy,

And they promote creative opportunities for all Montanans through innovative programs and services.

In the past few years we have worked very hard to improve IT functionality. We are now using ITSD's resources for a server (no on-site server) making it more secure, better backed up, better supported and more modernized. We have also worked very hard to train our small staff of eight in proper protocols for documentation, security, disaster recovery, data backup, virus updating and other basic IT functions.

We are working with ITSD to develop a new database. Delays due to workload have been a challenge but we hope to have a final product soon. The scope of the database includes (but is not limited too): grants management, list production, tracking individuals and organizations based on a wide range of criteria, basic contact information, and final reporting to various entities.

We are in the second year of our contract with a Bozeman-based company, Foundant to solve our e-grant application needs. We met our goal of getting all applications online in calendar year 2011 using Foundant for grants and Slideroom for other programs. We are now focused on continued training for staff and providing professional development to our constituency. We have done several surveys and are developing processes and refining applications on an on-going basis. We are also working hard to utilize social media and new technologies in a smart and carefully considered way.

SECTION 1: AGENCY ADMINISTRATIVE INFORMATION

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IT Inventory

The IT inventory database located at <http://mine.mt.gov/enterpriseitinventory> was updated on April 2, 2012.

SECTION 2: AGENCY IT MISSION

To use the most efficient, practical, simple and cost-effective methods available to provide services and support for our constituency and staff.

SECTION 3: AGENCY REQUIRED PROGRAMS

Information Security Management (ISM) Program General Description

The *Montana Arts Council* (MAC) has implemented a department-wide (agency) information security management plan compliant with §2-15-114, MCA and State Information Technology Systems Division *Information Security Programs* policy 1240.X08 with support from the Programs Office for 2012 training and implementation. The construct of this plan and implementation will follow the National Institute of Standards and Technology (NIST) Special Publication 800 series as guides for establishing appropriate security procedures and controls. This is in alignment with the State Information Technology Service's direction for an enterprise approach to protect sensitive and critical information being housed and shared on Department, State, and/or external/commercial information assets or systems.

As described in NIST SP 800-39, the agency is developing an Information Risk Management Strategy to guide the agency through information security lifecycle architecture with application of risk management. This structure will provide a programmatic approach to reducing the level of risk to an acceptable level, while ensuring legal and regulatory mandates are met in accordance with MCA §2-15-114.

The agency's Information Security Plan will address four components, which interact with each other in a continuous improvement cycle. They are as follows:

- Risk Frame – Establish the context for making risk-based decisions
- Risk Assessment – Address how the agency will assess risk within the context of the risk frame; identifying threats, harm, impact, vulnerabilities and likelihood of occurrence
- Risk Response – Address how the agency will respond to risk once the level of risk is determined based on the results of the risk assessment; e.g., avoid, mitigate, accept risk, share or transfer
- Risk Monitoring – Address how the agency will monitor risk over time; “Are we achieving desired outcomes?”

The agency's information security management plan is challenged with limited resources; manpower and funding. Previous structure was executed through informal and Ad hoc applications with dependency on SITSD for executing appropriate Information Technology (IT) controls. While alternatives are reviewed and mitigation efforts are implemented the level of acceptable risk is constantly challenged by the ever changing technology and associated risks from growing attacks and social structure changes. Specific vulnerabilities have been identified which require restructure, new equipment, or personnel positions (funds increase), and are addressed below in our future plans.

Future Security Program Plans

Over this strategic period we plan to continue working with the Programs Office, Department of Administration in further developing and enhancing the MAC Information Security program through a documented effort for short-term and long-term focuses:

- 1) By September 15, 2012
 - a. Using a continuity book approach compile and document all elements of the MAC Information Security program.
 - b. Ensure clarification is established between State Information Technology Services Division (SITSD) role, responsibilities, and system security controls from internal Montana Arts Council role, responsibilities, and system security controls.
 - c. Identify all sensitive information managed by the MAC projects, grants, and services offered to their constituency.
 - d. Maintain IT inventories completed in April 2012
- 2) Annual tasks with first completed cycle in April 2013
 - a. Realign and reassess the MAC Information Security controls as needed responding to technological changes, program or cultural change, personnel turnover, and other influences which produce vulnerabilities on securing sensitive information. This would involve but not be limited to a review of National Institute of Standards and Technology (NIST) Federal Information

Processing Standards (FIPS) and Special Publications (SPs) for updated or new standards and guides. Monitoring industry standards and reporting resources for vulnerability awareness and best practices application to MAC requirements.

- b. Develop and maintain Risk Management tool for application and use with MAC Information Security Management Program to define requirements, risk assessment involving vulnerabilities, defined response posture to risk, and monitoring over time the success or failure of controls for continuous improvement.
- c. Conduct an initial Risk Assessment to determine any shortfalls in the MAC Information Security Program and develop appropriate corrective actions.
- d. Update security system related inventories every December
- e. Update as needed MAC IT Plans; annual reviews and bi-annual submissions.
- f. Conduct annual Information Security program review with Executive Director Certification indicating an internal review has been conducted, program accomplishments are documented, and no material weakness exists or that mitigation structure is in place with a documented plan of action to resolve finding(s).
- g. Ensure sustainability of appropriate information security controls through integration with Continuity Services initiatives (COOP/COG L-10 system) and Secretary of State Records Management programs.

Continuity of Operations (COOP) Capability Program General Description

The Montana Arts Council has not joined with the Department of Administration *Continuity Services* at this time for the development of our agency's Continuity of Operations Capabilities, which will provide the plans and structure to facilitate response and recovery capabilities to ensure the continued performance of the State Essential Functions of Government. The COOP program is not a standalone process in that information which is identified and recorded under this structure can and often exists in the Records Management Program and associates with Information Security Management Program requirements. The Montana Arts Council recognizes that the integration of these three programs is critical to the confidentiality, integrity, and availability of information, which is associated with each program.

Future COOP Program Plans

Over this strategic period we plan to work with the Continuity Services Office in developing and implementing our agency's Continuity of Operations Capabilities. COOP involves two Blocks of focus; the first is to complete the Business Continuity Plans (BCP) involving two phases, the second Block works on the specific business processes or activity plans such as Emergency Action Plans (EAP), Information System Contingency Plan (ISCP), Communications Plans, Incident Management Plans, and more. We will coordinate with Continuity Services for an appropriate timeline during the second quarter of fiscal year 2013 (October - December 2012) for completing the Business Continuity Plan block one phase.

SECTION 4: AGENCY IT PLAN – GOALS & OBJECTIVES

Goal Number 1: Maintain adequate IT services to support our strategic plan goals and mission.

ITG 1 Basic IT Support and Maintenance

Description: Contract with ITSD to maintain services (updates, software, hardware, server, backup, security, financial systems, payroll, database and other associated IT services).

Benefits: What benefits are realized and who realizes the benefits? Use of basic technology to support the daily operations of the agency. Beneficiaries include staff and public constituency. Benefits are streamlined and cost effective IT services for the agency.

Which state strategic goal(s) and/or objective(s) does your goal address? Goals 1, 2 & 4

Supporting Objective/Action

ITO 1-1 Basic Services & Support.

This is an ongoing objective (with no completion date) but success in the area would include increased productivity, decreased stress, better public services, easier to use public services and lowered costs.

Risks are lack of funding and the usual funding problems of a very small state agency. These funding problems are not understood by authorizing officials and include a very small percentage of one employee's FTE being dedicated to IT and a lack of other available staff to meet the ever increasing demands of state government as IT challenges increase. The agency must also meet budget requirements while attempting to keep up with ever-evolving technologies with ever increasing price tags.

Goal Number 2: Online Workflow Management for Programs

ITG 1 Foundant

Description: Contract with Foundant Technologies to provide online workflow management for programs.

Benefits: What benefits are realized and who realizes the benefits? Constituency & staff will have ease of online grant management (application, award, contracts & reporting) and reduced costs (printing, production of supplemental materials, mailing, convening panels).

Which state strategic goal(s) and/or objective(s) does your goal address? Goal 2

Supporting Objective/Action

ITO 1-1

Old school, hard copy program management of applications, awards, contracts & reporting.

Successful implementation of this objective will allow online workflow management of programs.

The risks are staff overload in training, design and implementation. The challenges include assisting the constituency (and the staff and reviewers) in making the switch from paper to online.

Currently all applications and reporting are online. The staff continues to receive training and develop protocols to make the rest of the workflow management more streamlined and better suited for being managed completely online. There are still many inconsistencies to be considered and aligned.

SECTION 5: IT INITIATIVES (FY2012 – FY 2017)

Initiative 1 At this time the Montana Arts Council has no new IT Initiatives. We will update this section if that changes. The Montana Arts Council is small of staff and increased legislative requirements may make it necessary to add an FTE to manage information security, disaster recovery, COOP and other technology, safety, records management and security related mandates.

Description: <>

EPP Number (if applicable)

SECTION 6: ENTERPRISE ALIGNMENT

Communities of Interest Participation

☒ Government Services

☐ Public Safety

☐ Human Resources

☐ Environmental

☒ Education

☒ Economic

☒ Cultural Affairs

☐ Finance

SECTION 7: PLANNED AGENCY IT EXPENDITURES

<u>Expense Category</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>
Personal Services	69,961	78,897	86,046	86,046		
Operating Expenses	27,613	27,613	28,705	28,705		
Initiatives						
EQUIPMENT	5,900	4,500	5,900	4,500		
Totals	103,474	111,010	120,651	119,251	0	0

All information for FY2014 and 2015 above is very early projected budget only. We have only just met with SITSD re budget information for the coming biennium.

SECTION 8: ADDITIONAL INFORMATION - OPTIONAL

Other types of information that support the agency's IT Plan. Some examples might include other COI participation, reference to other IT plans such as GIS plan, eGovernment plan, security plan, staffing issues and constraints, etc.